

# David Jaques-Watson

**Business Analyst – Data Management**  
24 Hale Street, Margate, Brisbane QLD 4019  
M: 0406 379 579 | H: +61 (0)7 3885 3204  
[davidjw@pcug.org.au](mailto:davidjw@pcug.org.au)

## CAREER GOAL

---

To continue to apply my knowledge and skills to bridge the gap in communication between business and technical stakeholders. As an architect, to take the desired user experience and shape it into a workable design that can be used to build it as a practical reality.

## PROFESSIONAL SUMMARY

---

- ✦ Entered the IT industry in 1990 with roles in mainframe programming (COBOL, JCL & M204), business and systems analysis
- ✦ Extensive experience since 2000 in business analysis, data and information modelling, data warehouse design, BI reporting, enterprise architecture, data governance, reference and master data management, and data quality techniques

## QUALIFICATIONS

---

Bachelor of Business (Computing and Management Information Systems), Charles Sturt University – Mitchell.

## KEY COMPETENCIES

---

**Professional:** Business Analysis; Business Process Modelling; Business Process Re-engineering; Conceptual, Logical (Relational & Dimensional), & Physical Data Modelling; Data Architecture; Database Design; Reference & Master Data Management; Metadata Standards; Data Quality; Data Governance; Data Warehouse & Business Intelligence (BI); Enterprise Architecture (Zachman); System Analysis & Design; System Integration; Management Reporting; Project Management; Technical Team Leadership; Facilitation; Presentation & Communication

**Software:** CA ERwin® Data Modeler; CA ERwin® Model Manager; Microsoft Visio® Pro; Enterprise Architect; Pentaho Report Designer; RequisitePro; DB2 database tools; ISPF/PDF; M204 database tools; Omega PDS; CA-7; Control-M; Primavera/TeamPlay; Microsoft Office Suite; Function Point Workbench

**Languages:** ISPF Dialogs (skeletons, tables, panels, messages); DCF Script; GML; COBOL VS II; TSO/E REXX; TSO Clists; HTML; CSS; XML; Model 204 (User Language, Data Dictionary, Std Shell)

**Databases:** DB2; Teradata; SQL Server; Model 204 (M204); MS Access

**Hardware:** Amdahl 5990; Teradata; PCs (various)

## EMPLOYMENT HISTORY

---

### Managing Consultant

Infoready

Mar 2017 – May 2017

*Infoready is an Australian IT consultancy, with offices in Brisbane, Sydney and Melbourne.*

#### Key responsibilities

- ✦ Provide ICT consultancy support (including business analysis, data modelling, and data management advice) to various clients

#### Key achievements:

- ✦ Conducted an Impact Assessment & created a Change Proposal to fix invalid data being sent to an ArcGIS system in Energex
- ✦ Documented user requirements using Enterprise Architect (EA) and used them to update rollingstock performance & payment Pentaho reports in the New Generation Rollingstock (NGR) project, for the Department of Transport and Main Roads (TMR)

### Logical Data Modeller

Ergon Energy, ESIM project (*Infoready contract*)

Jul 2016 – Feb 2017

*Ergon Energy supplies electricity to homes and business, and maintains and expands the electricity network in regional Queensland.*

#### Key responsibilities:

- ✦ Design the business-oriented Enterprise Semantic Information Model (ESIM), a data dictionary of business-approved canonical names and definitions, mapped to existing source system data and harmonised against industry models such as the CIM (Common Information Model developed by the electric power industry)
- ✦ Analyse and document business concepts across multiple ESIM Subject Areas by creation of conceptual & logical data models for business user consumption, which informed & guided business reporting from the SAP HANA warehouse

#### Key achievements:

- ✦ In collaboration with business users, the 3 person team reviewed approximately 12,000 physical column names, producing around 9,000 business names & definitions to populate the ESIM dictionary
- ✦ Developed detailed Conceptual and Logical Data Models for ESIM Subject Areas, including Location (geographic points, lines & areas), Meteorology (forecasts & weather events), and Network Asset Management (inspections, work orders, & maintenance)
- ✦ Migrated two Logical Data Models from CA ERwin® Data Modeler (Relational style) to Enterprise Architect (UML style)

# David Jaques-Watson

## Lead Business Intelligence (BI) Analyst

Human Services (Medicare), Enterprise Data Warehouse (EDW) (*Catapult BI contract*)

Jun 2014 – Mar 2016

*The Department of Human Services (Centrelink, Medicare, Child Support, CRS Australia) is responsible for providing access to social, health, and other payments and services. Business analysis for the Medicare warehouse is a new internal service.*

### Key responsibilities:

- ✦ As the first business analyst ever engaged to cover the Medicare Enterprise Data Warehouse (EDW), provide business users with information briefings & design support in relation to Medicare reporting
- ✦ Document existing and new business reporting solutions and their underpinning information and data structures, by providing conceptual, logical & physical data models, business process models, data flow diagrams, data dictionaries, SAS Portal screen designs, SQL code, & MI report designs
- ✦ Identify and engage with business and technical stakeholders of the Medicare EDW, developing strategies and creating new business processes that enable and support business analysis of Medicare data
- ✦ Provide data design and ETL advice to the Data Modelling and ETL teams, enabling them to provide data to the warehouse that could then be used for reporting purposes
- ✦ Brief system testers on reporting solutions (specifically the SAS Portal report screens, data structures & expected report outputs); assist with the creation of their HP ALM test plans (to enable test retrieval & execution); analyse and solve defects they raised during the testing phase; and work with them to confirm the systems are business-ready
- ✦ Train new team members on the Medicare EDW and its surrounding interfaces and environment
- ✦ Provide specialist advice to the branch in regards to information and data governance policies, strategies and issues

### Key achievements:

- ✦ Designed BI solutions covering a series of Medicare reporting projects, including:
  - Streamlined Pharmaceutical Benefits Scheme (PBS) Claims, Compliance, and Authority Approvals reporting
  - Australian Childhood Immunisation Registry (ACIR) and Extending Immunisation Requirements (“No Jab, No Pay”) reporting
  - Management information reporting covering the Provider Digital Access (ProDA) portal for healthcare providers
- ✦ Advised management on privacy and integration issues surrounding the Medicare Benefits Schedule (MBS)/Pharmaceutical Benefits Scheme (PBS) split requested by the Australian Information Commissioner
- ✦ Presented “Bridging the Gap - The Power of the Mid-Level Model” at the DAMA industry group held at Rio Tinto, Nov 2015

## Seeking work / Family management

Self

May 2013 – May 2014

*The general downturn in Brisbane ICT work forced Catapult BI to make a number of staff redundancies, including David.*

David applied for ICT positions, studied to keep his skills fresh, and attended industry forums to improve his network of Brisbane contacts.

### Key activities included:

- ✦ Attended & contributed to ICT industry groups forums including the Institute of Analytics Professionals of Australia (IAPA) and the Australian Computer Society (ACS), including participating in a debate hosted by the IAPA and Deloitte (4 December 2013)
- ✦ Studied and contributed to online discussion forums (such as those LinkedIn) covering various information management topics

## Business Development & Sales Support

Formation Data/Catapult BI

May 2008 – May 2013

*Catapult BI is a leading business insights consultancy dedicated to assisting organisations to maximise the business value of their corporate data assets. In early 2013, Catapult BI merged with Formation Data to become a subsidiary company of the Dialog Group.*

### Key responsibilities:

- ✦ Contribute to the initial set-up & expansion of Formation Data, and later ongoing engagement work of the merged organisation

### Key achievements:

- ✦ Created Requests for Tender responses and promotional material in support of the fledgling company, including a promotional flyer, a “What Content is Needed in a Database?” white paper, and other subject content for the corporate website
- ✦ Interviewed candidates as part of the organisation’s expansion program
- ✦ Contributed to the re-branding and merger between Formation Data and Catapult BI
- ✦ Twice won the Australian Taxation Office tender for an Enterprise Data Modeller, plus two extensions (see next role listing)

# David Jaques-Watson

## Senior Enterprise Data Modeller

Australian Taxation Office (on assignment from Catapult BI)

Sep 2008 – Oct 2012

*The Australian Taxation Office (ATO) is the Government's principal revenue collection agency, and is part of the Treasurer's portfolio. Their role is to manage and shape tax, excise and superannuation systems that fund services for Australians. The Chief Knowledge Officer was responsible for the development and articulation of a coherent vision and strategy for the management of information, knowledge and intelligence in the ATO. It has 22,000 staff across Australia.*

### Key responsibilities:

- ✦ Document core ATO business concepts via the detailed Conceptual and Logical Data Models that form the Enterprise Data Model (EDM), to inform the business understanding and physical design of the Enterprise Data Warehouse (EDW)
- ✦ Identify and produce data modelling deliverables, especially enabling the conversion and migration of data from source system structures into new and different structures in the warehouse
- ✦ As the senior modeller in a team of 4, provide technical modelling expertise, training, coaching, and specialist advice to the data modelling team in projects such as integrating the Superannuation system into the EDM
- ✦ Liaise with the physical EDW modellers in order to transfer logical models into physical designs
- ✦ Provide high-level advice to the Director regarding resolution of EDM issues
- ✦ Develop a robust change process covering the delivery of the EDM
- ✦ Promote the use of the EDM with business stakeholders and identify new use cases and new business stakeholders
- ✦ Train and coach new team members in the EDM and its surrounding landscape, including source system business & technical details, stakeholder identification and engagement, and the data modelling lifecycle within ATO's enterprise reporting framework
- ✦ Advise the Director (Data Management) and various architectural, business, & technical stakeholder groups on specific data management issues, covering data governance standards & policies, data architecture, data modelling, metadata, reference & master data management, business intelligence (BI) & data warehousing, and data quality, including:
  - Audit Logging Reference Group (ALRG)
  - Design Architects Forum (DAF)
  - EDW Community of Practice
  - Database Change Control Board (DBCC)

### Key achievements:

- ✦ Thawed the relationship between Data Management and the Data Warehouse team, and developed relationships with key stakeholders to ensure a shared understanding of data management issues across the organisation
- ✦ Created a data flow diagram that showed the organisation where data entities used in the EDW were created, stored, transported, transformed, and used in reporting
- ✦ Created business-focussed conceptual and logical EDM data models that integrated new and existing ATO data into the data warehouse, including:
  - [AUSKey](#), the whole-of-government User Authentication component of the Standard Business Reporting (SBR) taxonomy, enabling the ATO to monitor business adoption and usage of online government services
  - Outbound Correspondence (despatched mail)
  - SAP HR (organisational structure and human resources data)
  - Income Tax Returns (summary data)
- ✦ Developed the "Mid-Level Model", a set of conceptual data models aimed at management and business users, designed to promote internal discussion and understanding of data management practice
- ✦ Led the creation of a series of Subject Area Conceptual Models (based on the "Mid-Level Model" concept) that became the basis for a number of business processes:
  - to provide a high-level understanding of the EDM/EDW
  - to assist business understanding of data scope during the Chief Knowledge Officer's (CKO) review of the Common Business Language (CBL) ontology
  - to assist with a review of the Data Governance Council (senior Data Stewards) membership and responsibilities
- ✦ Harmonised Genesys Info Mart telephony data (Kimball-style) with existing ATO data by re-normalising it through the EDM (phase 1 of the Integrated Telephony Reporting Project), then supported the team members working on phase 2
- ✦ Provided internal auditors (business users) with an understanding of the data available in the Centralised Audit Logging (CAL) Project via a logical database design, creating a generic, maintainable solution that received positive feedback both from the business users and the technical IT project team
- ✦ Provided CA ERwin® Data Modeler extracts of business (semantic) metadata for import into the IBM Metadata Workbench (the front-end to IBM's XMeta metadata repository), for use by the IBM Business Glossary
- ✦ Provided the logical data design and business-focussed conceptual model for the updated [Australian Business Registry \(ABR\)](#) reporting system, including advising on the content required to be imported via ETL processes
- ✦ Provided relational and dimensional (Kimball) models for the People Data Mart project, which involved bringing SAP HR data into the EDW through an ETL process
- ✦ Advised business users on the design of the data used in the Evidence, Litigation and Information Management (ELIM), a new intelligence and fraud investigation system developed within the ATO
- ✦ Reviewed and recommended business-oriented Canonical Names to be used in internal application integration services (using Websphere Message Broker) and external data exchange services such as [Standard Business Reporting \(SBR\)](#)

# David Jaques-Watson

## Team Leader & Data Modeller

Centrelink, Data Modelling Team

Aug 2005 – Dec 2007

*Centrelink was created out of the Department of Social Security (DSS) in 1997. DSS provided social security services to the Australian public; Centrelink continues that work as the Commonwealth services delivery agency, especially providing IT delivery services for a number of government policy departments. It has 22,000 staff across Australia, with around 1200 IT staff in the Canberra national office.*

### Key responsibilities:

- ✦ Lead a team of 2-3 data modellers providing modelling services for project teams, creating conceptual & logical models that formed the blueprints for physical database designs, primarily implemented as relational databases
- ✦ Produce project plans to guide the activities of team members (who were working on multiple projects), and manage their workloads and progress against the plans, providing extra support where necessary to meet deadlines
- ✦ As the senior modeller, help project teams clarify their business requirements and thus improve the quality of their deliverables
- ✦ Provide a corporate focus for systems produced by project teams
- ✦ Modify metadata and code sets as a data administration function
- ✦ Contribute to data modelling and metadata standards development
- ✦ Use and advise on national and international standards such as [AS 4590](#) and ISO 11179
- ✦ Represent Centrelink at inter-organisational forums such as the National Community Services Data Committee (NCSDC), and the Interim Governing Board of the National Data Network (NDN) run by the Chief Statistician (Australian Bureau of Statistics).
- ✦ Liaise with other data administrators in Canberra, representing Centrelink as a member of the DAMA professional association of data management practitioners
- ✦ Teach business and technical staff about data modelling and how it could assist the design of their business systems

### Key achievements:

- ✦ Led the team's participation in and provided business design solutions for projects such as:
  - Access Card (whole-of-government customer identity management and authentication project); conceptual modelling, guided the logical database design, negotiated design decisions with multiple stakeholder organisations
  - [National Emergency Call Centre](#) (first point of contact for public enquiries about declared on- or off-shore emergencies); created the logical and first-cut physical design of the supporting database
  - Document Processing Bus (an external portal & electronic post office for managing incoming documents); database design
  - Centrelink Alumni (internal online resume and job search portal for ex-Centrelink staff); conceptual data modelling and logical database design, and business process modelling for the system
- ✦ Provided modelling support and advice on data requirements and data quality to the above projects

## Database Designer

Centrelink, Database Design Team

Jul 2004 – Jul 2005

*The Database Design Team performed database administrator (DBA) duties for Centrelink, creating and monitoring all M204 databases.*

### Key responsibilities:

- ✦ Analyse database change requests then design and implement changes to Model 204 (M204) databases, ensuring they conform to Centrelink standards for M204 database design
- ✦ Monitor capacity of Centrelink's production M204 files, altering database definitions (via weekly file reorganisation requests) to cater for increased capacity demands
- ✦ Provide help desk support for weekly M204 DB releases

### Key achievements:

- ✦ Rewrote and standardised the XSK Code Generation language manual
- ✦ Provided technical support for the Database Design Team's portion of the Sep 2005 Major Release

## Data Strategist

Centrelink, Data Management Team

Jul 2003 – Jun 2004

*The Data Management team was responsible for strategic direction, data warehousing, data modelling, database design, and operational performance of Centrelink's primary data holdings.*

### Key responsibilities:

- ✦ Initiate and investigate a long-term strategy to provide data governance over Centrelink's reference data, and the business, resource discovery, and provenance metadata required to support it
- ✦ Maintain project documentation, run informative/investigative workshops, and present findings to management

### Key achievements:

- ✦ Analysed, identified and reported data quality (DQ) problems to the business stewards of Centrelink's primary reference tables
- ✦ Initiated the project by obtaining formal approval from management, with the support of the business stewards
- ✦ Analysed [ISO 11179](#), [Dublin Core](#), and [AGLS](#) metadata standards extensively, mapping them to Centrelink's metadata needs in support of Semantic Web projects
- ✦ Developed and facilitated analysis/design workshops and information sessions to business stakeholders representing every organisational level in Centrelink, from front-office staff through to national office business & technical staff, and up to the CIO
- ✦ Represented Centrelink at cross-departmental events; e.g. ISO 11179 meetings held by the Australian Bureau of Statistics

# David Jaques-Watson

## Manager

Centrelink, Reference Data & Codes Management Team

Oct 2000 – Jun 2003

*The Reference Data & Codes Management team was responsible for building & maintaining the Reference Data Facility (RDF), a home-grown master data management (MDM) system that provided real-time reference and master data to the organisation.*

### Key responsibilities:

- ✦ Lead a team of 3 people providing real-time reference & master data via the Reference Data Facility (RDF), a key MDM Hub

### Key achievements:

- ✦ Managed and led the team's participation in projects such as:
  - FuturePost and Reply Paid Mail (conversion to standardised customer addresses & Australia Post's barcoding system)
  - Training Service Providers, Educational Institutions, Interpreter Appointment System, Extended Logon ID, SAS Fencing, Literacy/Numeracy, and Personal Advisers (all requiring various new or updated external reference data items)
  - Overseas Direct Deductions (via SWIFT), Introduction of the Euro, and the NZ Agreement (requiring import of all SWIFT/BIC international banking details; a complete rewrite of Country, Currency, & Exchange Rate reference data; along with implementation of data stewards & new governance arrangements)
  - Centrepay Fees (a payment splitting and bank transfer arrangement for customers)
- ✦ Identified and organised data stewards & governance for critical portions of Centrelink's reference & master data, in particular:
  - The Regional Directory containing all regional office information (under the Customer Details team in Canberra)
  - Consolidation of existing Country Codes, Currency Codes, and Exchange Rates into controlled master copies with multiple country & currency views (under the Centrelink International Services team in Tasmania)
- ✦ Contributed to business understanding of organisational structure as part of the Reporting Cost Object Working Party (matching work output to organisational structure and payroll)
- ✦ Supported the outposted Data Quality team as they performed extensive data cleansing to comply with an ANAO audit finding

## Team Leader

Centrelink, Employment Systems Development, Newstart

Apr 1998 – May 2000

*The Employment Systems Development team was responsible for building & maintaining the minor systems interfaces between Newstart and other systems, requiring collaboration with system stakeholders and project managers across the organisation and externally.*

### Key responsibilities:

- ✦ Lead a 3-4 person team to design and build the minor systems interfaces between Newstart and other systems
- ✦ Design, build, & maintain the Financial Supplement Loan (FSL) interface between Centrelink & the Commonwealth Bank
- ✦ Liaise with multiple external organisations (CBA/EDS, RBA, DEETYA/ DETYA, DFaCS) in order to co-ordinate their activities regarding the banking interface

### Key achievements:

- ✦ Designed, built & maintained the original CBA-DEETYA-Centrelink banking interface, later modifying it to remove DEETYA
- ✦ Tested the banking interface for Y2K compliance (successfully)
- ✦ Wrote the Newstart portion of the Paper File Culling project (designed to reduce the kilometres of paper files held in storage)

## Function Point Analyst

DSS/Centrelink, Innovations Theme Team

May 1997 – Apr 1998

*The Innovations Theme Team was an interim team designed to assist with the transition of DSS to Centrelink via innovative solutions.*

### Key responsibilities:

- ✦ Performed & coordinated Function Point (FP) counts of various systems including Centrelink's development environment

### Key achievements:

- ✦ Coordinated, reviewed, and presented the count of Centrelink's 4000 FP development environment

## Team Leader

Department of Social Security (DSS), Payments Team

Sep 1990 – Apr 1997

*The Payments Team was responsible for designing, building, & maintaining the Payments System that produced and sent cheques, direct credit payments, group institution payments, and overseas payments to the Department's clients.*

### Key responsibilities:

- ✦ Analyse, design, build, and maintain programs within Centrelink's payment system, including COBOL and M204 programs, Job Control Language (JCL), and various elements of the ISPF/DMS environment (skeletons, panels, CLISTs, REXX code, etc.)
- ✦ Design, build, and test job schedules using CA-7 and Control-M (workload automation tools)
- ✦ Liaise and work with financial institutions, especially the Reserve Bank (RBA) and Department of Finance, regarding financial (banking) transactions and payment scheduling
- ✦ Provide help desk and on-call support for the system

### Key achievements:

- ✦ As part of the team, rebuilt and maintained the new Y2K-compliant Payments System (1994-5), greatly streamlining the production of Centrelink payments (from 2 hours down to 3 minutes) while also ensuring the stability & flexibility of the system
- ✦ Via a successful business case, replaced individual licences of ABC Flowcharter to a corporate licence for MS Visio
- ✦ Was promoted to Team Leader, and ran the Payments Team of 3-5 people for three years

# David Jaques-Watson

## OTHER DETAILS

---

Baseline security clearance, ID# 649812.

## REFEREES

---

### **Mala Sadish Kumar**

Project Manager / Supervisor  
Department of Human Services  
Tuggeranong ACT

E: [Mala.SadishKumar@humanservices.gov.au](mailto:Mala.SadishKumar@humanservices.gov.au)

W: (02) 6120 7062 | M: 0421 634 216

*Mala was the Project Manager & Supervisor when David was working as the Lead Business Information Analyst, specifying BI reporting for the Medicare EDW (22 month contract)*

### **Richard "Ric" Raymond**

EDM Data Modeller  
Australian Taxation Office  
Brisbane

E: [ournewview@hotmail.com](mailto:ournewview@hotmail.com)

M: 0423 326 409

*Ric was a colleague (a Data Modeller) when David was working as the Enterprise Data Modeller for the Tax Office (4 year contract)*